

Exercise 2: Your own management style (15 min)

Complete the questionnaire as per the instructions.

Don't think about each answer for too long – give your instinctive reaction and move quickly through it.

There are ten pairs of statements. Assign a weight from 0 to 10 to each statement to show the relative strength of your belief in the statements in each pair. The points assigned for each pair must total 10 in each case. Be as honest with yourself as you can and resist the natural tendency to respond as you would 'like to think things are'. This instrument is not a test. There are no right or wrong answers. It is designed to be a stimulus for personal reflection and discussion.

1 It's only human nature for people to do as little work as they can get away with. _____ (A)

When people avoid work, it's usually because their work has been deprived of its meaning. _____ (B)

2 If employees have access to any information they want, they tend to have better attitudes and behave more responsibly. _____ (C)

If employees have access to more information than they need to do their immediate tasks, they will usually misuse it. _____ (D)

3 One problem in asking for employees' ideas is that their perspective is too limited for their suggestions to be of much value. _____ (E)

Asking employees for their ideas broadens their perspective and results in the development of useful suggestions. _____ (F)

4 If people don't use much imagination and ingenuity on the job, it's probably because relatively few people have much of either. _____ (G)

Most people are imaginative and creative but may not show it because of limitations imposed by supervision and the job. _____ (H)

5 People tend to raise their stakes if they are accountable for their own behaviour and for correcting their own mistakes. _____ (I)

People tend to lower their stakes if they are not punished for their misbehaviour and mistakes. _____ (J)

6 It's better to give people both good and bad news because most employees want the whole story, no matter how painful. _____ (K)

It's better to withhold unfavourable news about business because most employees really want to hear only the good news. _____ (L)

7 Because a supervisor is entitled to more respect than those below him or her in the organisation, it weakens the supervisor's prestige to admit that a subordinate was right and he or she was wrong. _____ (M)

Because people at all levels are entitled to equal respect, a supervisor's prestige is increased when he or she supports this principle by admitting that a subordinate was right and he or she was wrong. _____ (N)

8 If you give people enough money, they are less likely to be concerned with such intangibles as responsibility and recognition. _____ (O)

If you give people interesting and challenging work, they are less likely to complain about such things as pay and supplemental benefits. _____ (P)

9 If people are to set their own goals and standards of performance, they tend to set them higher than the boss would. _____ (Q)

If people are allowed to set their own goals and standards of performance, they tend to set them lower than the boss would. _____ (R)

10 The more knowledge and freedom people have regarding their jobs, the more controls are needed to keep them in line. _____ (S)

The more knowledge and freedom people have regarding their jobs, the fewer controls are needed to ensure satisfactory job performance. _____ (T)

Source: Mullins (2010: 486-7, adapted from Myers, M. S. *Every Employee a Manager*, McGraw-Hill (1970).